



# Contingency Contract Administration Services (CCAS -- formerly TWCA): An Update

**Presented by:**

**Cols Scott Calisti and Michelle Obata**

**Defense Procurement and Acquisition Policy**

**Program Acquisition and Contingency Contracting**

**24-25 Mar 2009 OCS COI**





# Mission-Sizing the Force for the Future: An Update

**Presented by:**

Col Michelle Obata

**Defense Procurement and**

**Acquisition Policy**

**24-25 Mar 2009**





# Evolution of Task

- ◆ **Original Scope--Task Force 849 Report to Congress:**
  - » **“The Military Departments will assume the majority of theater-wide contract administration (TWCA) and quality assurance responsibilities long term with DCMA retaining responsibility for retrofit contract administration.”**
  - » **“It is anticipated that DoD and the Military Departments will transition from the current approach to the future model over the course of the next few years, with full implementation by 2012.”**





# Evolution of Task (Cont'd)

- ◆ **However, no overall contingency contracting and contract administration manpower baseline exists as a starting point**
  - » **Normally, COCOM campaign plan annexes would identify the force structure requirement. However,**
    - **COCOM contingency contracting planners not in place until Feb 08**
    - **Any COCOM Plan Annex update is at COCOM-level; no Service-level plans developed**
    - **Next COCOM Planner guidance update is 2010 (JSCP); will not meet FY2012 POM build timeline**
  - » **Alternative: Use current OEF/OIF manpower requirement snapshot as baseline**
    - **Two major operations has been historical baseline for force planning**
    - **J-4 agrees to approach**





# Evolution of Task (Cont'd)

- ◆ **New Scope--Quantify total force structure required to support current OEF/IEF contingency contracting/contract admin efforts**
- ◆ **Two Major Elements**
  - » **Joint: JCC-I/A & DCMA Support to Warfighter**
  - » **Service-specific Support to Warfighter**
- ◆ **TWCA Working Group with DPAP leading the effort**







# Key Planning Assumptions

- ◆ **Scope of manpower requirements must encompass cradle-to-grave contingency contracting/contract administration (admin) efforts**
- ◆ **Employed current OEF/OIF manpower requirements to represent a two major contingency operations construct**
  - » Typical force planning baseline
- ◆ **Assumes current mix of forward deployed versus reachback contracting capability will be used for future operations**
- ◆ **TWCA Working Group efforts will shape FY11 APOM/ FY12 POM**
- ◆ **Adaptive Planning efforts will inform subsequent POM/APOMs**
- ◆ **COR requirements best quantified by Services at the unit level**





# Requirement Details

- ◆ **Current contingency Contracting/Contract Admin requirements have two elements**
  - » Joint: DCMA and JCC-I/A Requirements
  - » Service-Specific Support Requirements
- ◆ **No overlap; requirements are additive**
- ◆ **Consists of Deployed and Non-Deployed capabilities**
- ◆ **Requirements fall into two capability categories**
  - » **Contracting Spec Codes**
    - Air Force: Officer 64P/Enlisted 6C
    - Army: Officer & Enlisted 51C
    - Marines: Officer 3006/Enlisted 3044
    - Navy: Supply Corp Officer 1306
    - Civilian: 1102 series
    - Includes Property Administration (PA) and Quality Assurance Representatives (QAR) (1910/1103 series)
  - » **Enabler Capabilities—Integral to executing contracting mission**
    - Contracting Officer Representative (COR), Ops Planner, PM, Legal, IT, Admin, Force Management, Manpower/Personnel, etc.





# Phased Assessment Approach

## ◆ Phase I: Resourcing the Transition

- » Step 1 - Determine the manpower requirements
- » Step 2 - Allocate those requirements to the Services
- » Step 3 - Task Services/Agency to conduct a Total Force Analysis (TFA) and fund the requirement

## ◆ Phase II: Resourcing the Future

- » Near-term:
  - Joint Capabilities Integration and Development System (JCIDS) Engagement - Operational Contract Support (OCS)
  - Adaptive Planning Process Engagement
  - Quadrennial Defense Review (QDR) 2010
- » Long-term: Joint Strategic Planning System (JSPS) Engagement

## ◆ Battle Rhythm







# Phase 1, Step 1 (Updated)

## Joint Requirement by Mission Capability Contracting/Contract Admin & Enabler Reqs

JMD		Joint FTE		Contracting/Contract Admin					Enablers		
				MOS/AFSC							
				1102/Military COs							
				CDR /Sta ff	CO	CA	QA R	PA	Spt Sta ff	Tech SME	CO R
JCC	Force Support	213	Deploy	19	151	32			11		
	Infrastructure Rebuilding	65	Deploy	6	46	10			3		
	Building Indigenous Security Force	46	Deploy	4	33	7			2		
	Contract Close-out Reachback	15	Non-Deploy	1	2	10			2		
DCM A	Force Support	~293	Deploy	~36	~64	~24	~90	~18	~4	~57	
	Infrastructure Rebuilding	-	Deploy								
	Building Indigenous Security Force	-	Deploy								
Total Joint Reqs		617	Deploy	65	294	73	90	18	20	57	
		15	Non-Deploy	1	Data Forthcoming						
DCMA Capability Retained		36	Deploy	7	2		9	18			



# Phase 2, Step 2 (Updated) Allocate those Requirements to the Services Contracting/Contract Admin Force Structure

Service		Joint (JCC-I/A + DCMA)	Service - Specifi c Support	Total Contracting/Contract Admin Capability Reqs			
				Total Reqs	Dwell Boundary		
					Active Compone nt	Civilian Componen t	Reserve Compone nt
Navy	Deploy	30	-	30	90	120	180
	Non-Deploy	1	26	27	27	27	-
Marines	Deploy	40	33	73	219	292	438
	Non-Deploy	1	-	1	1	1	-
Air Force	Deploy	146	27	173	519	692	1,038
	Non-Deploy	4	13	17	17	17	-
Army	Deploy	288	360	648	1,944	2,592	3,888
	Non-Deploy	7	67	74	74	74	-
DCMA	Deploy	36	-	36	108	144	216
	Non-Deploy	-	-	-	-	-	-
SOCOM	Deploy	-	19	19	57	76	114
	Non-Deploy	-	-	-	-	-	-



# Phase 1, Step 2 (Updated)

## Allocate those Requirements to the Services

### Total Capability Force Structure Size

Service		Joint (JCC-I/A + DCMA)	Service - Specifi C Support	Total Capability Reqs			
				Total Reqs	Dwell Boundary		
					Active (1:2 Dwell)	Civilian (1:3 Dwell)	Reserve (1:5 Dwell)
Navy	Deploy	35	-	35	105	140	210
	Non-Deploy	1	26	27	27	27	-
Marines	Deploy	46	36	82	246	328	492
	Non-Deploy	1	-	1	1	1	-
Air Force	Deploy	169	103	272	816	1,088	1,632
	Non-Deploy	4	23	27	27	27	
Army	Deploy	331	1,279	1,610	4,830	6,440	9,660
	Non-Deploy	9	131	140	140	140	
DCMA	Deploy	36	-	36	108	144	216
	Non-Deploy	-	-	-	-	-	-
SOCOM	Deploy	-	97	97	291	388	582
	Non-Deploy	-	-	-	-	-	-
	Deploy	-	3	3	9	12	18



# Evolution of Force Sizing Requirements

## Contracting/Contract Admin Capability only

<b>DoD</b> (26Mar09)	Deploy	<b>540</b>	<b>439</b>	<b>979</b>	<b>2,937</b>	<b>3,916</b>	<b>5,874</b>
	Non-Deploy	<b>13</b>	<b>106</b>	<b>119</b>	<b>119</b>	<b>119</b>	<b>-</b>
<b>DoD</b> (6Feb09)	Deploy	527	387	914	2,742	2,742	5,484
	Non-Deploy	-	117	117	117	-	-
<b>DoD</b> (15Dec09)	Deploy	<b>527</b>	<b>507</b>	<b>1,034</b>	<b>3,102</b>	<b>3,102</b>	<b>6,204</b>
	Non-Deploy	<b>17</b>	<b>46</b>	<b>63</b>	<b>63</b>	<b>-</b>	<b>-</b>

## Contracting/Contract Admin & Enabler Capability only

<b>DoD</b> (26Mar09)	Deploy	<b>617</b>	<b>1,518</b>	<b>2,135</b>	<b>6,405</b>	<b>8,540</b>	<b>12,810</b>
	Non-Deploy	<b>15</b>	<b>180</b>	<b>195</b>	<b>195</b>	<b>195</b>	<b>-</b>
<b>DoD</b> (9Feb09)	Deploy	<b>589</b>	<b>1,382</b>	<b>1,971</b>	<b>5,913</b>	<b>5,913</b>	<b>11,826</b>
	Non-Deploy	<b>-</b>	<b>194</b>	<b>194</b>	<b>194</b>	<b>194</b>	<b>-</b>
<b>DoD</b>	Deploy	<b>550</b>	<b>1,319</b>	<b>1,869</b>	<b>5,607</b>	<b>5,607</b>	<b>11,214</b>
	Non-Deploy	<b>41</b>	<b>70</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>-</b>



# Way Ahead

- ♦ **Mission Sizing the Force Summary on slides 10-11 are COCOM requirements**
- ♦ **DEPSECDEF tasking memo deliverables**
  - » **Total Force Assessment (TFA) worksheet uses the Service/ Agency COCOM Requirements to determine shortfalls**





# Phased Assessment Approach

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## ♦ Phase II: Resourcing the Future

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  - Quadrennial Defense Review (QDR) 2010
- » Long-term: Joint Strategic Planning System (JSPS) Engagement

## ♦ Battle Rhythm







# DEPSECDEF Memo:

## Signed



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

FEB 19 2009

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHIEF, NATIONAL GUARD BUREAU  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Contingency Contracting Capability/Contracting Officer Representatives  
(COR) Total Force Assessment and Implementation Plan

Section 849 of the National Defense Authorization Act for Fiscal Year 2008 directed the Department of Defense to evaluate the recommendations included in the report of the Gansler Commission. Two of these recommendations dealt with resourcing contract administration (CA) requirements and identifying, training, and preparing CORs.

The Department has determined that a baseline requirement for total contingency contracting mission capability is a necessary prerequisite to adequately define and address the CA requirement. This must be addressed within each Military Department and Defense Agency to adequately resource today's fight and posture us for the future. The Military Departments will assume CA responsibilities by 2012 with execution in 2013. The Defense Contract Management Agency will retain a support role in the Quality Assurance and Property Administration areas. However, the Military Departments and Defense Agencies must plan and program to have the force structure capable of supporting the current effort and future contingency operations, consistent with their core capabilities.

With respect to trained and ready CORs, while the Department is addressing training and certification requirements for CORs, we have not addressed the size of the COR force to meet mission requirements. The Department has expended 55% of FY07 and FY08 dollars in Iraq and Afghanistan on service contracts. In Iraq and Afghanistan, we have more DoD contractors in-theater than military forces, yet, individuals designated as a COR do so as an additional duty. The former Deputy Secretary of Defense recently signed a memo requiring that CORs be trained and assigned prior to contract award (attached). The memo addressed a clear disconnect between the size of the contracting effort we are overseeing, and the structure and resources in place to manage this sizeable and growing reliance on contractors to support our warfighters.



To address both of these requirements, an OUSD(AT&L) Task Force has been working with the Services and Agencies to quantify the current contingency contracting mission requirement to include each Service share. Each Military Department, National Guard Bureau, and Defense Agency will develop a detailed analysis regarding manpower requirements to determine if each Military Department and Defense Agency has adequate resources in place by 2012 and if required, funding strategies for mitigating manpower shortfalls. Your implementation plan must include a description of how you will permanently resource, lead, train, hire, and retain sufficient COR capabilities to meet the level of contract support our forces require now, and will require in future conflicts. Kindly work closely with the OUSD(AT&L) Task Force. Military Department and Defense Agency implementation plans are due to AT&L, Director, Defense Procurement (DPAP) by March 31, 2009.

Attachment:  
As stated

cc:  
USD (P&R)  
ADUSD (PS)  
DPAP/PACC

2

*W. H. Rumsfeld*



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

AUG 22 2008

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Monitoring Contract Performance in Contracts for Services

Section 813 of the John Warner National Defense Authorization Act for FY 2007 (Pub. L. 109-364), directed the Secretary to establish a "Panel on Contracting Integrity." The DoD Panel on Contracting Integrity identified inadequate surveillance of contracts for services as an area of vulnerability that may lead to fraud, waste, and abuse. The panel recommended several measures to ensure sufficient contract surveillance.

The acquisition of services is a useful method to assist the Department in meeting its mission with agility, but contracts for services require effective surveillance. Trained and ready Contracting Officer's Representatives (CORs) are critical. They ensure that contractors comply with all contract requirements and that overall performance is commensurate with the level of payments made throughout the life of the contract. COR activities should be tailored to the dollar value and complexity of the specific service contract.

Requiring activities shall comply with the attached guidance to ensure that properly trained and ready CORs are assigned prior to contract award. Raters will evaluate the performance of COR duties as part of their performance assessments throughout the period of the contract. The provisions of this memorandum will be incorporated in a forthcoming Department of Defense Federal Acquisition Regulation Supplement regulation in FY 2009.

Attachment:  
As stated

*Robert England*





# DEPSECDEF Response Deliverables

- ◆ **Implementation Plan**
  - » **Narrative**
  - » **Completed Total Force Assessment Workbook (Excel)**
    - **Mission Sizing the Force Summary are COCOM requirements**
  - » **Completed Risk Management Quad Charts**
- ◆ **Expect to use Implementation Plan as the basis for CCAS Transition MOA**
- ◆ **Due date extension to 17 Apr 09**
- ◆ **Services/DCMA present Implementation Plans at next CCAS ESG meeting, late Apr/early May 09**





# TFA Worksheets

- ◆ **Contingency Contracting Officer (CCO) Worksheet**
  - » Funded Billets (authorizations)
  - » Personnel force development plan
- ◆ **Contingency Officer Rep (COR) Worksheet**
  - » Funded COR billets (authorizations)
  - » Funded billets where COR is an additional duty
  - » Personnel trained to support COR mission
  - » Binned by Joint Capability Area and Sec 813 Integrity Panel category types
    - Type A: Low performance risk fixed price requirements without incentives
    - Type B: Other than low performance risk requirements (cost-plus)
    - Type C: Unique contract requirements requiring specialized training in addition to Type B COR specific training
- ◆ **(Added) Property Administration (PA) Worksheet**
  - » Funded Billets (authorizations)
  - » Funded billets where PA is an additional duty
  - » Personnel force development plan
- ◆ **(Added) Quality Assurance Representative (QAR) Worksheet**
  - » Funded Billets (authorizations)
  - » Funded billets where QAR is an additional duty
  - » Personnel force development plan
- ◆ **Please note any FY11 APOM or FY12 POM funding initiatives**





# Risk Management

- ◆ **Potential quad charts for implementation plans:**
  - » **RISK # 1: Authorization/Billet Shortfall**
  - » **RISK # 2: Personnel Shortfall**
  - » **RISK # 3: Alignment with Civilian Personnel Policy**
  - » **RISK # 4: Use of Contractors as Contract Administrators**
- ◆ **Risk owners will be identified for each risk area after 17 Apr inputs**





# Risk Management Framework

## Contingency Contracting

DEFINED SET OF ACTIVITIES	DESCRIPTION	SCOPE	DESIRED OUTCOME	COMMAND AUTHORITY	CONTRACTING AUTHORITY
<b>POLICYMAKING</b>	Risk associated with implementing a specific contingency contracting policy	<input type="checkbox"/> OSD Policy <input type="checkbox"/> Military Service Policy	A contingency contracting policy that is fully implemented; is in compliance with Federal law; supports the National Military Strategy; respects organizational integrity in terms of structure, resources and processes; and is accomplished without budget impact.	<input type="checkbox"/> SECDEF <input type="checkbox"/> Service Secretary	Military Service HCA
<b>CONTRACTING MANAGEMENT</b>	Risk associated with implementing a contracting program in support of a specific contingency	<input type="checkbox"/> Theater of Operations <input type="checkbox"/> Joint Operation Area <input type="checkbox"/> Foreign Disaster Assistance Operation <input type="checkbox"/> Military Exercise <input type="checkbox"/> Humanitarian Civic Assistance Operation <input type="checkbox"/> Peacekeeping Operation <input type="checkbox"/> Domestic Disaster and Emergency Relief Operation	A contingency contracting program which meets all operational requirements; respects organizational integrity in terms of structure, resources, and processes; and does not result in fraud, and the waste and abuse of tax dollars.	<input type="checkbox"/> GCC <input type="checkbox"/> JFC <input type="checkbox"/> JTSCC	<input type="checkbox"/> HCA <input type="checkbox"/> SCO
<b>CONTRACT EXECUTION</b>	Risk associated with executing a specific contract	Individual Contract	A contract that is executed within budget, according to the stated schedule, in compliance with published regulations, and according to the stated performance specifications with respect to service rendered or product delivered.	<input type="checkbox"/> JFC <input type="checkbox"/> JTSCC	<input type="checkbox"/> COCO <input type="checkbox"/> CCO

GCC - Geographical Combatant Commander  
 JFC - Joint Force Commander  
 JTSCC - Joint Theater Support Contracting Commander  
 HCA - Head Contracting Activity

SCO - Senior Contracting Official  
 COCO - Chief of Contracting Office  
 CCO - Contingency Contracting Officer





# Risk Management Framework

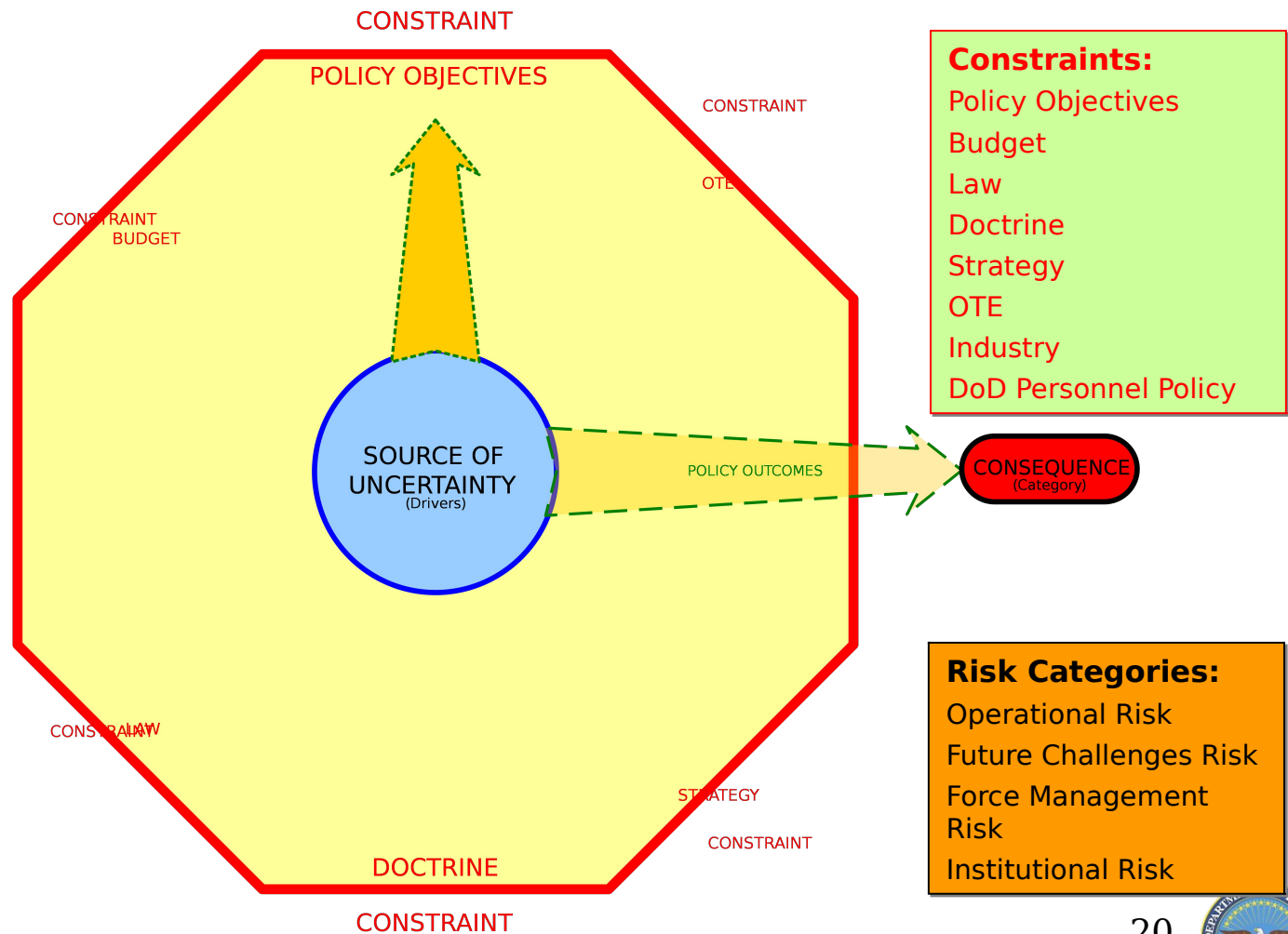
## Contingency Contracting: Policymaking Activities

### Risk Definition

**Risk** - An uncertain event, within a defined set of activities, which may cause one or more constraints to be broken. The likelihood and impact or consequence are measurable.

#### Risk Drivers:

OMB Actions  
GAO Actions  
US Congress Actions  
NSC Actions  
IGO Actions  
NGO Actions  
Interagency Acceptance  
Intra-DoD Acceptance  
FAR Changes  
JCIDS Mapping  
Industry Business Models







# Contingency Contracting: Policymaking

## RISK # 1: Authorization/Billet Shortfall

**RISK DESCRIPTION:** There is a high likelihood one or more of the military services will not accept the proposed increase in uniformed contractor personnel.

**RISK OWNER:** ?

**ROOT CAUSE:** Uniformed personnel end strength is capped by Congress for each service. One or more of the services could refuse to accept the increase in uniformed contracting slots called for in the proposed policy.

**CONSEQUENCE:** A shortfall in authorized uniformed contracting personnel could degrade DoD's capability to successfully accomplish the Tier III OCS task "Contractor Management."

### RISK IMPACT:

Likelihood of Occurrence  
= 4 High Probability

Severity of Consequence  
= 3 May degrade ability to achieve a policy objective

(1,5)	(2,5)	(3,5)	(4,5)	(5,5)
(1,4)	(2,4)	★	(4,4)	(5,4)
(1,3)	(2,3)	(3,3)	(4,3)	(5,3)
(1,2)	(2,2)	(3,2)	(4,2)	(5,2)
(1,1)	(2,1)	(3,1)	(4,1)	(5,1)

Severity of Consequence

**MITIGATION OPTION:** Avoid

**MITIGATION ACTIVITIES:**

Mitigation Options:

- Avoid
- Control
- Accept
- Transfer





# Contingency Contracting: Policymaking

## RISK # 2: Personnel Shortfall

**RISK DESCRIPTION:** There is a very high likelihood that the number of qualified and available contracting personnel (uniformed and civilian) will not be sufficient to meet mission requirements in 2012.

**RISK OWNER: ?**

**ROOT CAUSE:** The number of existing contracting personnel (uniformed & civilian) falls short of requirements in proposed policy. Currently, attrition rate > replacement rate. Long lead time to qualify new contracting personnel.

**CONSEQUENCE:** A shortfall in authorized contracting personnel (uniformed and civilian) will have a significant impact on DoD's capability to successfully accomplish the Tier III OCS task "Contractor Management." Additionally, contractors will be relied on to fulfill selected contract management functions.

### RISK IMPACT:

Likelihood of Occurrence  
= 5 Almost Certain

Severity of Consequence  
= 4 Significant impact on one or more policy objectives

(1,5)	(2,5)	(3,5)	(4,5)	(5,5)
(1,4)	(2,4)	(3,4)	(4,4)	(5,4)
(1,3)	(2,3)	(3,3)	(4,3)	(5,3)
(1,2)	(2,2)	(3,2)	(4,2)	(5,2)
(1,1)	(2,1)	(3,1)	(4,1)	(5,1)

Severity of Consequence

**MITIGATION OPTION:** Avoid

**MITIGATION ACTIVITIES:**

Mitigation Options:

- Avoid
- Control
- Accept
- Transfer





# Contingency Contracting: Policymaking

## RISK # 3: Alignment with Civilian Personnel Policy

**RISK DESCRIPTION:** There is a high likelihood that DoD and Military Service civilian personnel policies will not support the policy objective of resourcing the contract administration manpower requirements by 2012.

**RISK OWNER: ?**

**ROOT CAUSE:** Current civilian personnel policy is not modified to encourage USG civilian contracting personnel to deploy in support of contingencies. The number of contracting personnel who are qualified, available and willing to deploy falls short of the requirements identified during the TWCA manpower analysis will not be met by 2012.

### RISK IMPACT:

Likelihood of Occurrence  
= 4 High Probability

Severity of Consequence  
= 3 May degrade ability to achieve a policy objective

(1,5)	(2,5)	(3,5)	(4,5)	(5,5)
(1,4)	(2,4)	★	(4,4)	(5,4)
(1,3)	(2,3)	(3,3)	(4,3)	(5,3)
(1,2)	(2,2)	(3,2)	(4,2)	(5,2)
(1,1)	(2,1)	(3,1)	(4,1)	(5,1)

Severity of Consequence

**MITIGATION OPTION:** Control

**MITIGATION ACTIVITIES:**

Mitigation Options:

- Avoid
- Control
- Accept
- Transfer





# Contingency Contracting: Policymaking

## RISK # 4: Use of Contractors as Contract Administrators

**RISK DESCRIPTION:** There is a very high likelihood that selected contract administration (CA) functions will be performed by contractors.

**RISK OWNER: ?**

**ROOT CAUSE:** The Military Services fail to fully resource the CA manpower requirements identified by the TWCA WG for 2012.

Insufficient USG personnel (military & civilian) deploy to adequately cover the service's CA responsibilities.

**CONSEQUENCE:** A shortfall in authorized contracting personnel (uniformed and civilian) will have a significant impact on DoD's capability to successfully accomplish the Tier III OCS task "Contractor Management." Contractors will be relied on to oversee contractors.

### RISK IMPACT:

Likelihood of Occurrence  
= 5 Almost certain

Severity of Consequence  
= 4 Significant impact on one or more policy objectives

(1,5)	(2,5)	(3,5)		(5,5)
(1,4)	(2,4)	(3,4)	(4,4)	(5,4)
(1,3)	(2,3)	(3,3)	(4,3)	(5,3)
(1,2)	(2,2)	(3,2)	(4,2)	(5,2)
(1,1)	(2,1)	(3,1)	(4,1)	(5,1)

Severity of Consequence

**MITIGATION OPTION:** Control

**MITIGATION ACTIVITIES:**

Mitigation Options:

- Avoid
- Control
- Accept
- Transfer





# Contingency Contracting: Policymaking

## RISK # 5: JCIDS Requirements Mismatch

**RISK DESCRIPTION:** It is likely that the policy objectives identified in the DEPSECDEF memo—Resourcing contract administration requirements by 2012; and Identifying, training and making ready contracting officer representatives—will not map to a requirement identified through the JCIDS process.

**RISK OWNER:** ?

**ROOT CAUSE:** The proposed policy objectives provide a “non-material” solution generated as a result of recent experience; it is not supported by a requirement generated by the JCIDS process.

**CONSEQUENCE:** One or more policy objectives may require realignment/adjustment.

### RISK IMPACT:

Likelihood of Occurrence  
= 3 Probable

Severity of Consequence  
= 3 May degrade ability to achieve a policy objective

(1,5)	(2,5)	(3,5)	(4,5)	(5,5)
(1,4)	(2,4)	(3,4)	(4,4)	(5,4)
(1,3)	(2,3)	(3,3)	(4,3)	(5,3)
(1,2)	(2,2)	(3,2)	(4,2)	(5,2)
(1,1)	(2,1)	(3,1)	(4,1)	(5,1)

Severity of Consequence

### MITIGATION OPTION:

#### MITIGATION ACTIVITIES:

Mitigation Options:

- Avoid
- Control
- Accept
- Transfer





# Phased Assessment Approach

## ◆ Phase I: Resourcing the Transition

- » Step 1 - Determine the manpower requirements
- » Step 2 - Allocate those requirements to the Services
- » Step 3 - Task Services/Agency to conduct a Total Force Analysis (TFA) and fund the requirement

## ◆ Phase II: Resourcing the Future

### » Near-term:

- Joint Capabilities Integration and Development System (JCIDS) Engagement - Operational Contract Support (OCS)
- Adaptive Planning Process Engagement
- Quadrennial Defense Review (QDR) 2010

- » Long-term: Joint Strategic Planning System (JSPS) Engagement

## ◆ Battle Rhythm

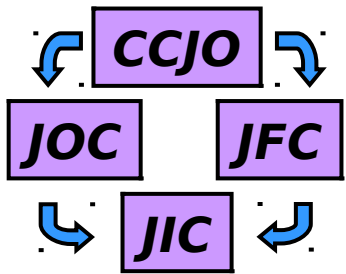
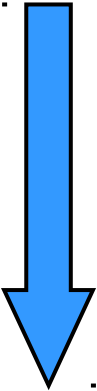






# Capability-Based Assessment Process

**DoD Strategic Guidance**



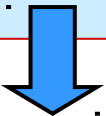
**Joint Integrating Concept Development & Mission Analysis**

**Capabilities-Based Assessment**

<b>Functional Area Analysis</b> <ul style="list-style-type: none"><li>- Capabilities</li><li>- Tasks</li><li>- Attributes</li><li>- Metrics</li></ul>	<b>Functional Needs Analysis</b> <ul style="list-style-type: none"><li>- Gaps</li><li>- Shortfalls</li><li>- Redundancies</li><li>- Risk Areas</li></ul>	<b>Functional Solutions Analysis</b> <ul style="list-style-type: none"><li>- Determine initial Non-materiel &amp; Materiel Alternatives</li><li>- Recommend a prioritized capability approach to meet the need, including initial TRL, sustainability, supportability, schedule of delivery, and affordability assessments</li><li>- Assess operational risk of each approach</li><li>- Consider S&amp;T Initiatives</li><li>- ID Experimentation</li></ul>
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**CBA's performed by Joint Staff, COCOMs, Services, or Agencies**

- Capability Development**
- CONOPS
  - Campaign-level Analysis
  - Experimentation
  - Inputs/Recs
  - Joint Urgent Operational Requirement
  - Directed



**Capability Document**  
(ICD, DCR)





# CCAS & JCIDS

- ◆ **As we move into Phase II...**
- ◆ **Current plan rolls CCAS working group efforts into the JCIDS Capability-Based Assessment of Operational Contract Support (OCS) ConOps**
- ◆ **The Functional Needs Assessment will use the data from the following analysis:**
  - **COCOM Requirement Baseline from “Mission-sizing the Force” Analysis**
  - **DEPSECDEF tasking memo deliverables:**
    - ◆ **Total Force Assessment**
    - ◆ **Risk Management**





# Joint Theater Support Contracting Command (JTSCC): An Update

**Presented by:**

Col Scott Calisti

**Programs Acquisition and Contingency Contracting**

**Defense Procurement and Acquisition Policy**

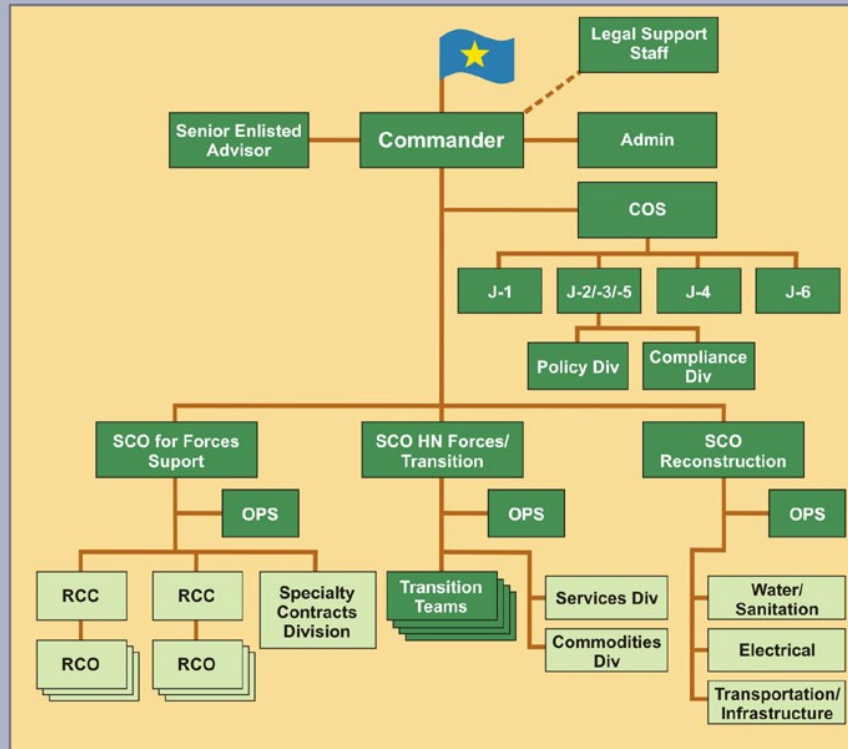
**23-24 Mar 2009**





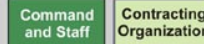
# JP4-10 JTSCC Construct

## NOTIONAL JOINT THEATER SUPPORT CONTRACTING COMMAND ORGANIZATION



### LEGEND

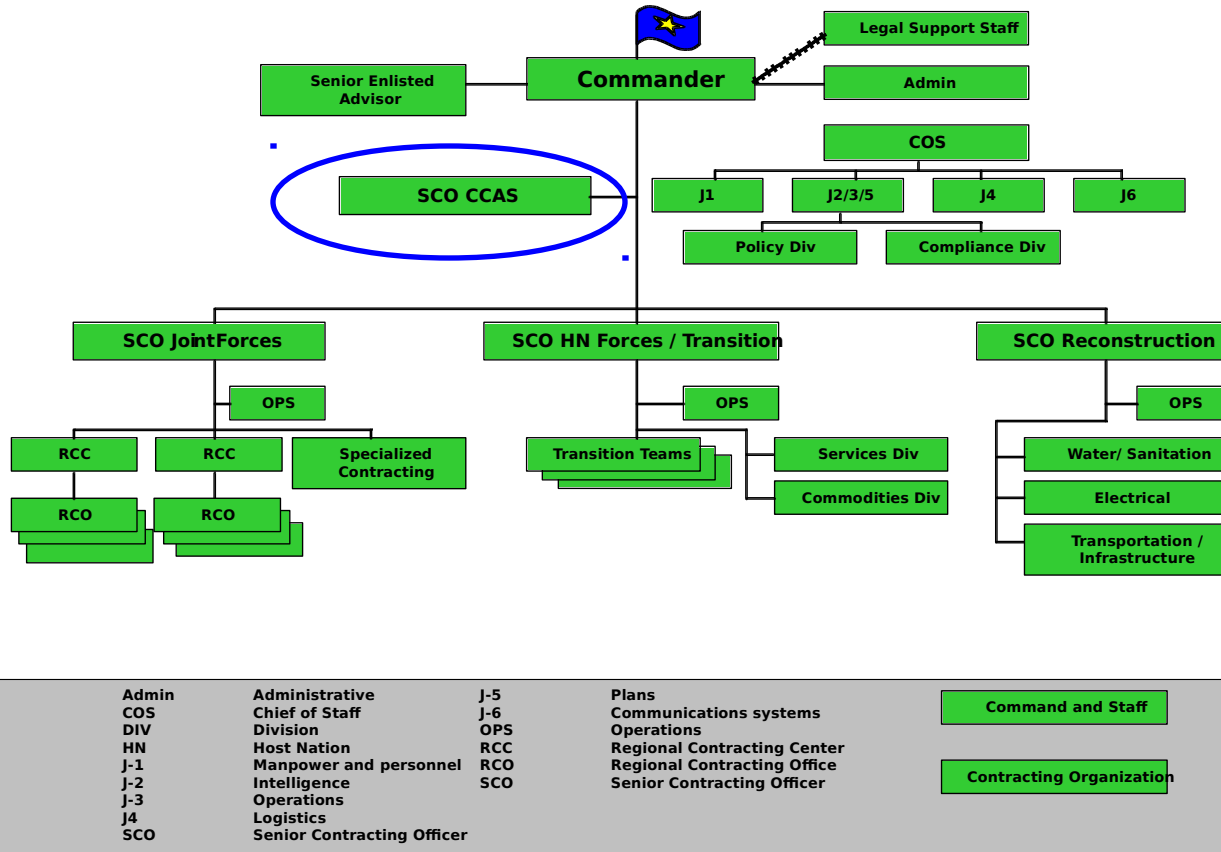
Admin	administrative	J-6	communications system directorate
COS	chief of staff	OPS	operations
DIV	division	RCC	regional contracting center
HN	host nation	RCO	regional contracting office
J-1	manpower and personnel directorate	SCO	senior contracting official
J-2	intelligence directorate		
J-3	operations directorate		
J-4	logistics directorate		
J-5	plans directorate		





# Execution of Theater Wide Contract Administration

## NOTIONAL JOINT THEATER SUPPORT CONTRACTING COMMAND ORGANIZATION



## WHO? SCO CCAS

- JTSCC Lead Contracting Official for TWCA Matters
- Maintains theater wide visibility of CCAS execution for all contracts (systems support, external support and theater support) executed in JOA
- Ensures consistent approach for CCAS of theater support contracts
- Provides quality assurance over execution of theater support contract administration
- Coordinates efforts of deployed CCAS personnel towards meeting training and execution needs of personnel involved in executing CCAS

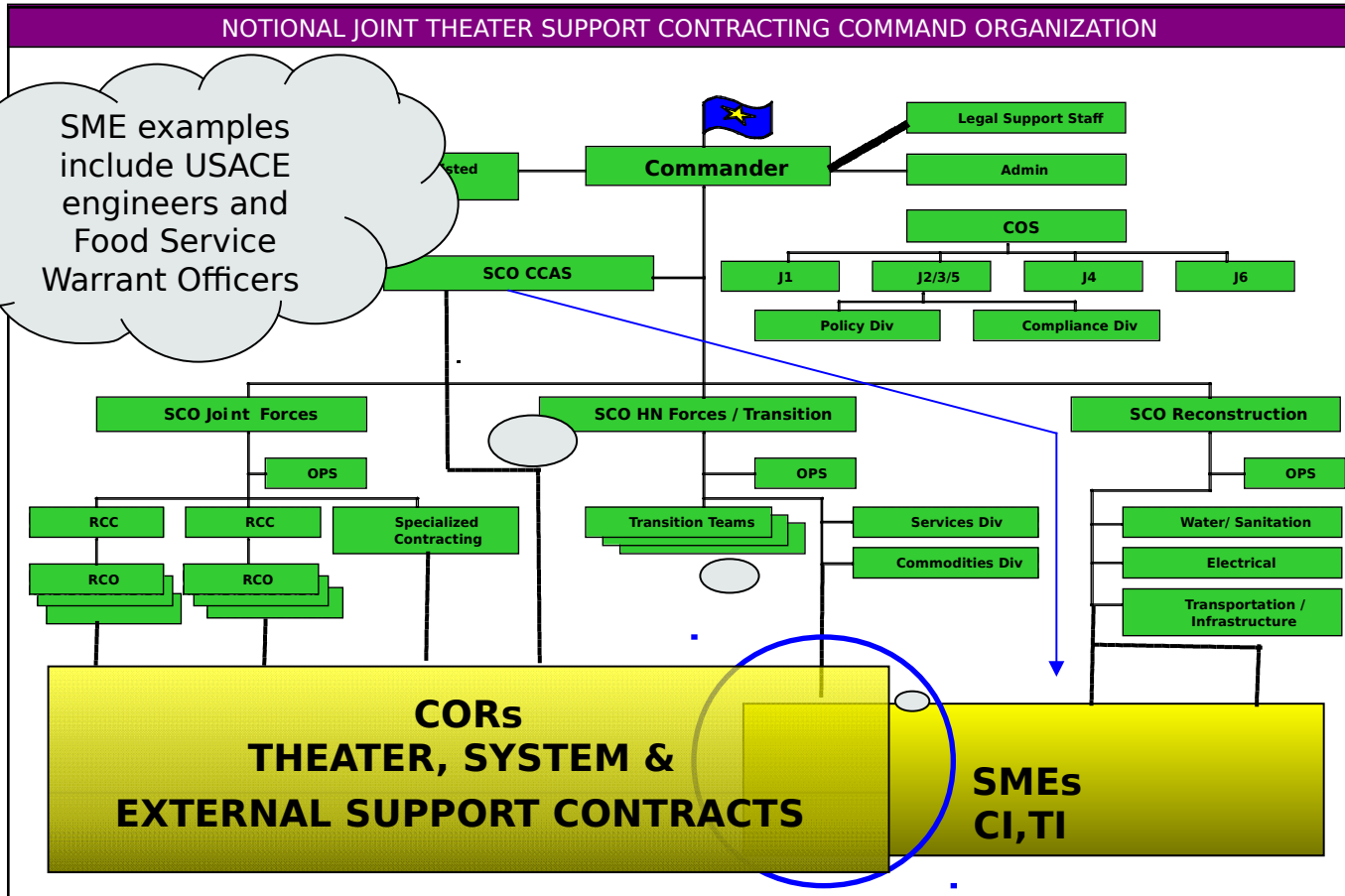
JOA wide

## HOW? Through execution of Theater Business Clearance Authority

- TBC authority required for every standup of a JTSCC, to include CCAS delegation of all contracted work executing in the JOA to the JTSCC who will make the determination how best to execute, given the Contract Support Integration Plan (CSIP) and current operational considerations



# Illustration of SME and COR Overlap



- Many CORs are not technical experts (SMEs)
- Technical experts tend to be scarce and in high demand, especially in forward areas
- Proper inspection/ acceptance of contracted work often requires technical expertise
- The Contracting Officer must ensure the availability of technical expertise to assist in inspection/acceptance when the contract requires it and the COR does not possess the requisite skills

**CORs** - Government employees trained and appointed in writing by the Contracting Officer to perform specific technical or administrative functions associated with contract administration. Typically drawn from requiring or customer activity. May/may not be technical expert.

**SMEs** - Subject Matter Experts in relation to the tasks/output/work being performed under particular contracts. May/may not be part of requiring/customer activity. May/may not be a COR. In many cases, possess "low density, high

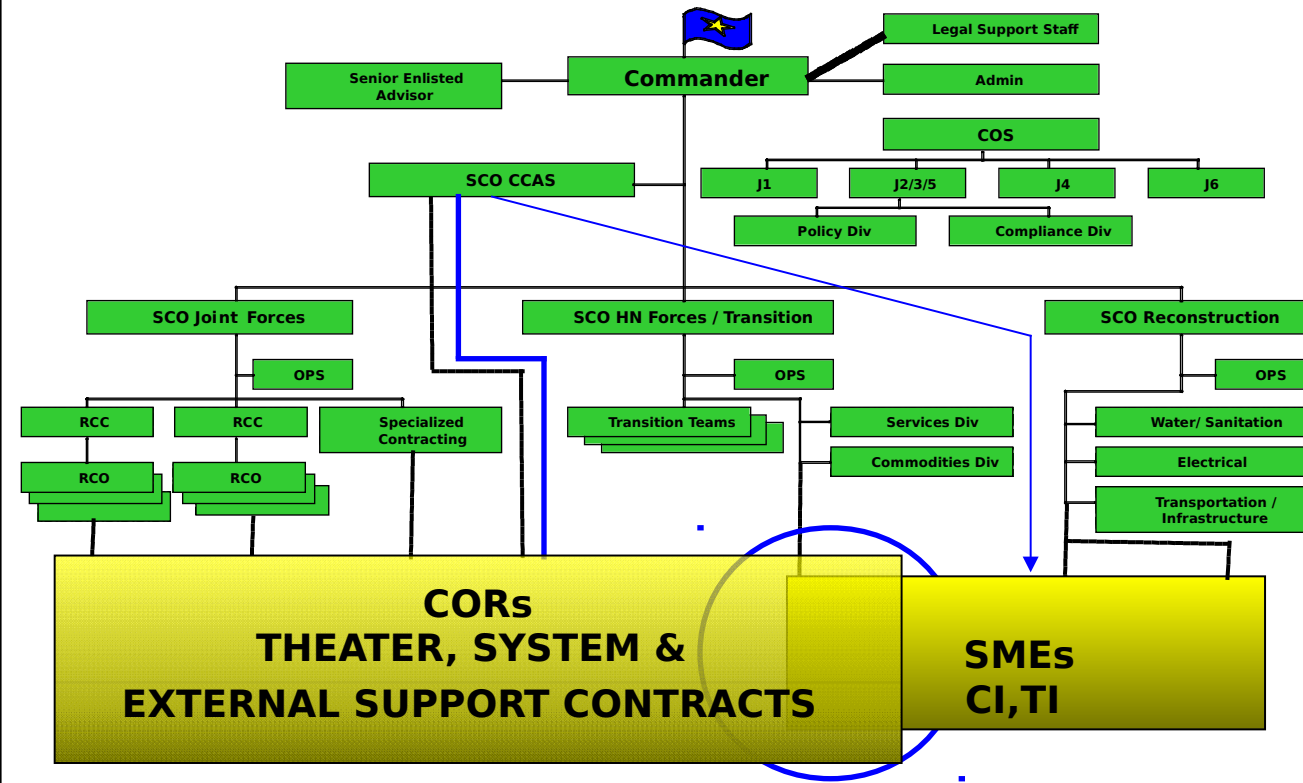






# SCO CCAS: Direct Authority vs Contract Advisor

## NOTIONAL JOINT THEATER SUPPORT CONTRACTING COMMAND ORGANIZATION



## SCO CCAS

- JTSCC Lead Contracting Official for TWCA Matters

- **Responsible for execution of JTSCC's TBC/CAD authority, both maintaining theater wide visibility of all DoD contracts executing or delivering in JOA and ensuring they meet GCC/JFC/JTSCC requirements for procurement & administration**

- Ensures consistent approach for CCAS of theater support contracts

- Provides quality assurance over execution of theater support contract administration

- Coordinates efforts of deployed CCAS personnel towards meeting training and execution needs of personnel involved in executing CCAS JOA wide

- **SCO CCAS may also assume CAS responsibilities on contracts under certain circumstances [ie. as required under TBC/TWCA authority].**

**Q. Is Direct Authority required by SCO CCAS or not? Answer: It depends.**

- In general, most theater support contracts would be administered by activities under the purview of the originating SCOs under the JTSCC. Under CAD authority, systems support contracts and external support contracts would generally be administered by DCMA or the originating service or agency as recommended by the PCO.

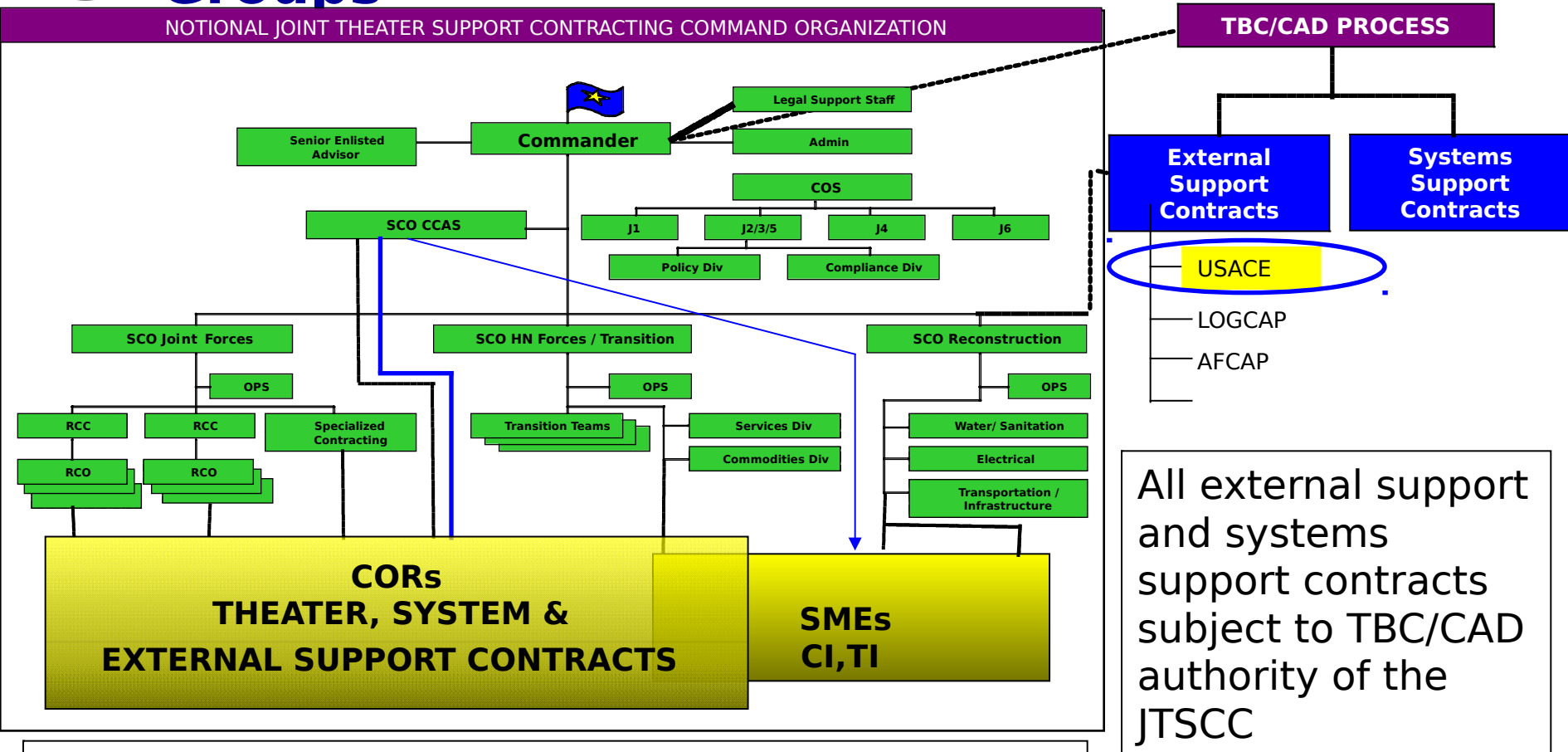
- Possible rationale for assumption of CAS responsibilities include:





# Connection between SCO CCAS and Forward Groups

## NOTIONAL JOINT THEATER SUPPORT CONTRACTING COMMAND ORGANIZATION



All external support and systems support contracts subject to TBC/CAD authority of the JTSCC

-SCO CCAS executes the TBC/CAD process on behalf of the CDR JTSCC, ensuring:

- Visibility of external support and systems support contract efforts
- Contracts comply with GCC/JFC requirements for procurement/administration

- For those external support and systems support contracts which SCO CCAS has assumed CAS responsibility, he/she maintains ongoing relationships with government (PCO/program management) personnel/activities supporting





# ***Discussion***

